

## **WHAT IS WORKING WELL AT VARIOUS CORPS OFFICES**

### **MANAGEMENT BOARDS**

- Corporate Board chaired by District Commander with senior staff member. Commander manages board in democratic manner.
- Established an Operating Board comprised of key middle managers supporting the PDTs by working corporately in managing day-to-day business including resource leveling, training, procedures, performance criteria, etc.
- Senior leaders being assigned specific corporate tasks and middle manager being assigned operational tasks.
- Divisions via Regional Management Boards are starting to focus on leveraging available technical expertise among districts within the region.
- Strategic Planning being executed by teams reporting to the Corporate Board covering each major business process plus human resources and internal business processes teams. A Technical Chief leads each major business process and DPM is responsible for their integration with the PMBP.

### **BUSINESS PLANS AND PROCESSES**

- Developed and use a district business plan that is linked to PMBP.
- Developed and use employee surveys to assess implementation of PMBP and other district activities.
- Developed and use a web based SOP for PMBP.
- Developed a Regional PMBP.
- SOP on PMBP developed by a district being shared and implemented by others.
- Regional ER supplement to ER5-1-11.

### **PROJECT DELIVERY TEAMS**

- Dedicated some PDT members.
- Collocated PM and technical staff by major business process (Military, Civil Works, & Environmental).
- Collocated primary members of PDT for large projects.
- All PMs work for the DPM regardless of their organizational location.
- Obtaining advice from administrative elements early in the project delivery process.
- Contractors hired to perform administrative tasks in support of PMBP to include personnel classification.
- Special PDT awards given annually.

### **QUALITY MANAGEMENT**

- Technical and PM staff jointly conduct quality assurance & command staff inspections.
- PDTs use charrettes for most projects.

- ISO 9000, Baldrige, and/or APIC are being used district wide.
- Districts using innovative approaches to leverage limited resources such as creating technical cells for small projects and acquiring multi-functional AE services.
- Visiting other districts to learn and share processes.

## **COMMUNICATIONS MANAGEMENT**

- Districts developing AISs to support PMBP efforts including assisting in leveling workload.
- Leadership communicated ER is not a PM stovepipe.
- Web based PMPs and QMPs.

## **HUMAN RESOURCE MANAGEMENT**

- Senior PMs selected as a corporate asset using an inter-disciplinary panel.
- Leadership Development Program provides needed on-the-job training and sharing of ideas among districts.
- Senior PMs actively participate in selection of PDT members including membership on selection panel.
- Technical Division Chiefs input to DPM on Senior PMs performance ratings.
- Senior PMs provide input to PDT members performance ratings.
- DPM provides input to other Chief's appraisals in the area of PMBP.
- Customers asked to provide input to Senior PMs performance ratings.
- All district staff chiefs' performance standards include a statement to support the PMBP and PDTs.
- Performance standards for Senior management, middle management, and PDT members aligned with Corps Vision, PMBP, and Baldrige criteria.
- Senior leader performance awards linked to execution of the district business plan.
- Rotating section chiefs into PPMD as Senior PMs.
- Rotating technical staff into PM developmental positions at GS-12 level.
- Reassign division chiefs/middle managers to other positions to achieve implementation of PMBP.
- Outlined training required to be a PM

(See the Literature Summaries section of this report for the original documents from which these ideas were compiled.)